

### CBT Chapters

- Introduction
- Customer Identification
- Meeting Customer Needs
- Components of World Class Customer Service
- Service Recovery
- Final Quiz

## Course Introduction

### *Would you do business with you?*

There is probably more than one practice in your office that can be improved for better customer service. You may know of several already that are out-dated, out-moded, and just down right unnecessary.

So, ask yourself this question, knowing what you know about the customer service at your location. Would you do business with you? If you, as a customer, did not have to return to your location and go to a different location with better service, would you?



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## Quotations

You've probably heard many quotations about customer service. They usually contain some truth...in context. Some are shown below.

"If we don't take care of our customers, someone else will"

"Treat every customer as if they sign your paycheck"

"The customer is always right"



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## Quotations

While many of those and numerous other memorable expressions acknowledge some truths, all of customer service cannot be gathered from fortune cookie quotations.

This course will dissect ways you can implement tested techniques of real customer service into your specific environment.



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## Customers? Who, me?

"So what does customer service have to do with me at my agency? I don't really interact with any real "customers" when I perform my job. My job doesn't have anything to do with customers."



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## How Concerned?

While different state agencies may vary in amount of contact with the public, all departments have customers, and therefore all state employees should be concerned about customer service.

How would you rate the level of concern for customer service in your agency?  
Click the appropriate box.

Top concern

Moderate concern

Low concern



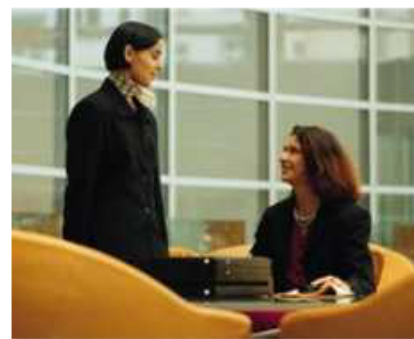
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## Your Task

As a supervisor, you will be responsible for maintaining an appropriate level of concern for customer service with your staff.

The first task is to identify the nature of your customers, which is the topic of Module 1.





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This completes the Introduction chapter of Providing Quality Customer Service. This was a very broad overview of a complicated topic. **Click on the "Complete Chapter" button to complete this section of the CBT.**

**Complete Chapter**

Now that we have a broad introduction into what it means to provide quality customer service, we need to identify our customers and stakeholders.

We will explore this topic in the next chapter.

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## Customer Identification

*Identifying the customers in your work unit and their needs*

You've probably handled many customers in your work career, and you act as a customer nearly every day at the mall, gas station, grocery store, etc.

But if you had to define "customer," from the State of Arizona employee perspective what would you say? What would be your definition?





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## Definition

### CUSTOMER:

anyone inside or outside of your organization who relies on you for a product or service.

Our definition suggests that there are many persons employed by the State of Arizona involved in customer service, both internally and externally. How does this compare to your previous mental definition?

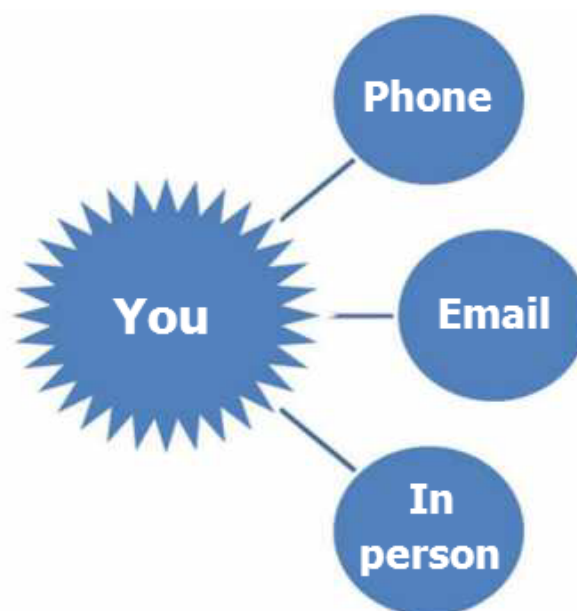


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## Customer Contact

Most people recognize customers in the traditional sense of external clients who reach you in various ways.



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## Customer Contact

But knowing that customers are "anyone who relies upon you for a product or service," there are many customers right in your own office.



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## External vs. Internal Customers

The division between the two groups is known as external customers vs. internal customers.

You are likely familiar with the traditional notion of external customers. The people paying a bill or placing an order are examples of external customers.



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## External vs. Internal Customers

An Internal customer is someone within your department or agency who has a need for your services. Your co-workers and teammates are likely examples of internal customers who need you every day.

A customer may also be a process, not just a person. For example, the office printer and the state retirement program both have you as a customer!



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## Examples

Imagine you are the assistant manager of a fast food restaurant. Who would your internal and external customers be? Click each button for examples.

**Internal**

**External**





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## Examples

At the burger joint, the external customers look to you for a finished product or service (French fries, apple pie, clean restrooms, etc.).

The internal customers rely on you to provide different means to fulfill their jobs. For instance, the ice cream maker needs you to order the chocolate sauce, and the hamburger flipper needs you to supply the meat, buns and mustard.



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## Stakeholders

Another party involved is the stakeholder, which is an organization, group or individual that has a vested interest or expectation of certain levels of performance or compliance from the organization.

Unlike customers, stakeholders do not necessarily use the products or receive the services.



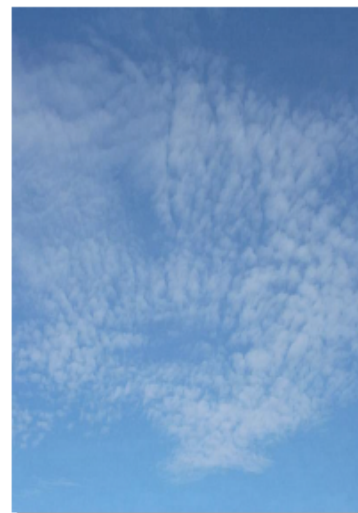
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## Stakeholder Examples

The Arizona Legislature is an example of a stakeholder of your organization.

To see more examples of stakeholders, continue to the next screen.



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## Stakeholder Examples

If you own stock in a corporation, then you are a stakeholder. You care about the company's performance and have invested in it, although you do not necessarily use the company's products or services.

For example, you may have invested in a pharmaceutical company that produces a successful blood pressure regulating medicine. However, because you are in fine physical condition, you have no need of that medication.



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## Stakeholder Examples

Back at the burger joint, the assistant manager has several stakeholders who will benefit from productive performance.

Click each stakeholder to see why they have an interest in the restaurant's performance.



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This completes the Customer Identification chapter of Providing Quality Customer Service. **Click on the "Complete Chapter" button to complete this section of the CBT.**

**Complete Chapter**

Now that we have identified our customers, the next step in delivering excellent service is to anticipate and meet customer needs.

We will explore this topic in the next chapter.

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## Meeting Customer Needs

You have customers inside and outside of your organization.

They all have a need and expectation from your department. How well we anticipate and satisfy these expectations will be the first impression in customer service. Let's look at one example.



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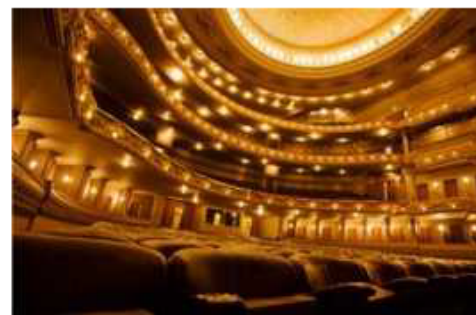
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## The Play "The Oddball Couple"

Oscar has tickets to tonight's show of the new play, "The Oddball Couple." He's been anticipating this date for weeks!

Oscar is the theatre's customer; let's see how his big night out goes.

On the following screens, you will see boxes for Oscar's expectations of the show and what really happened. Click each box to view.



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## The Play "The Oddball Couple"

On the following screens, you will see boxes for Oscar's expectations of the show and what really happened. Click each box to view.



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## The Play "The Oddball Couple"

*Parking at the Theatre*

**Expectation**

**Reality**



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## The Play "The Oddball Couple"

*Entering the Theatre*

Expectation

Reality



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## The Play "The Oddball Couple"

*Ordering Drinks*

Expectation

Reality





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## The Play "The Oddball Couple"

*Finding his Seat*

Expectation

Reality



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## The Play "The Oddball Couple"

The play eventually comes to an end.

So how well do you think Oscar enjoyed the play? Well, we're certain Oscar had a miserable experience.

Notice that the performance of the play itself wasn't mentioned--because no matter how good the play may have been, all the other experiences ruined the evening for Oscar.



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## Cycle of Service

From parking his car to the conclusion of the play, Oscar went through what is called the Cycle of Service. These are all the separate and individual encounters the customer has from the first experience through completion of the product or service delivery.



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## Moment of Truth

Within the cycle of service, each opportunity where an employee comes into contact with a customer, no matter how short or how long, is called a Moment of Truth for the employee. This term was first coined by Jan Carlzon, then president of SAS Airlines.



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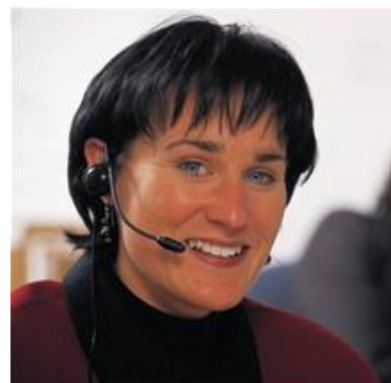
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## Moment of Truth

Carlzon went further to explain that at each Moment of Truth, the employee can create one of two moments for the customer.

One is called a Moment of Misery. This is a moment created by the employee that ends with a negative experience for the customer. These are inevitable facts of life because people and organizations are not perfect.

A second is called a Moment of Magic. This is a moment created by the employee that exceeds the expectations of the customer and leaves the customer with a positive impression.



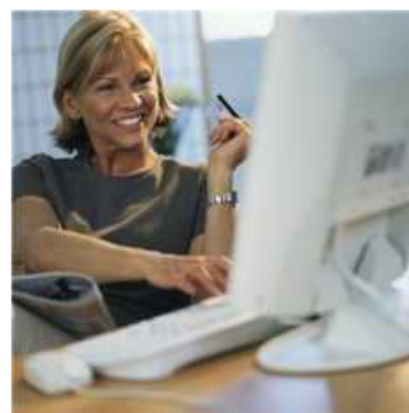
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## Moment of Truth

Just like Oscar's night at the play, you face many Moments of Truth when your customers visit your Cycle of Service. Every step is an opportunity to exceed customer expectations and create that Moment of Magic for your customers.

The power behind the cycle of service is the way it helps you to see things that are unique from the customer's point of view.





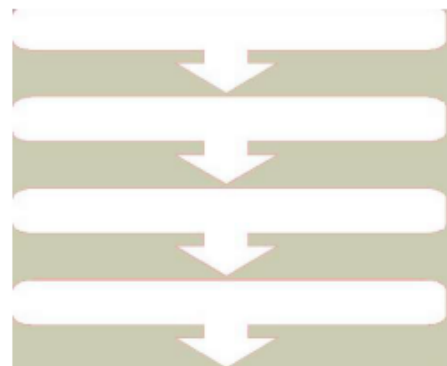
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## Map Out Your Service Experience

One idea is to make a map of your organization's systems, broken down into increments, as your customer comes through the front door, interacts with your service, and leaves.

The more you can see, understand and experience the same things as your customer, the better equipped you will be to fix what needs fixing or adjust what's working well.



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## Service Recovery

Service Recovery is what you do immediately after you recognize your customer experiences a Moment of Misery. For example, you take the family out for pizza. You visit a local pizza parlor, are seated in a comfortable booth, and your order is taken. You quickly receive your drinks but after a 45 minute wait, no pizza. You know that in the past, this was a 20 to 25 minute experience. You look up and see the manager coming towards your table. He says, "I apologize but it appears we gave your pizza to another customer." This is your Moment of Misery.

Service Recovery begins or ends with what the manager does and says next.



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## Service Recovery

If the manager continues to add to your misery by saying something like, "I'm sorry there is nothing I can do about this. Is there anything else from our menu that I can order for you?" This is not service recovery. You and your family will leave with a very negative experience.

However, to recover from this service error, the manager can say something like, "We have your order in the oven, it will be out in about 10 more minutes, and to offer our apologies, your meal is on us, tonight."

Wow! What a difference. Will you be willing to return to this location in the future? Will you be sharing this experience with your friends and neighbors?



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## Service Recovery

In this example, service recovery was swift and meaningful for the customer. For service recovery to be effective, there must be rules and procedures in place to actually recover the customer. It is using the following steps:

- apologizing
- taking responsibility
- giving customers something of value as a way of appeasing them and earning both their trust and their loyalty.

Empowerment is the backbone of service recovery. Employees must be allowed to solve a customer's problem on the spot. Employees should be encouraged to give the customer something of value, something that is so powerful that not only will they keep coming back to you but will tell everyone they know about the experience.





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## Service Recovery

It may be obvious that service recovery in a pizza parlor and your state office are on two different levels. Many times the service your office is offering your customers will be interrupted and you won't know it. Service recovery in the State of Arizona is also challenging because of restrictions and limitations imposed by policies, procedures, and state and federal statutes. That doesn't mean that it is impossible. Later in the course, we'll explore recovery avenues available to state employees.

In the meantime, we have a pizza to eat while we get through the rest of this course.



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In this chapter we identified the Cycle of Service, discussed a Moment of Truth with our customers, and discussed the Moment of Misery and Moment of Magic with our customers. We ended the chapter discussing Service Recovery. **Click on the "Complete Chapter" button to complete this section of the CBT.**

**Complete Chapter**

In the next chapter, we will examine how to deliver world class customer service and create moments of magic for our customers.

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## Components of World Class Customer Service

World class customer service is consistently providing customers with products and services that consistently exceed their expectations, thereby creating a delightful memory worthy of the highest praise.

There are three building blocks of world class customer service. They are:

- Commitment
- Communication
- Complaint Recovery



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## COMMITMENT

Delivering world class customer service requires 100% commitment throughout the organization, starting with the agency director.

It's very similar to the leader of a military formation. If the leader of the group flies in a different direction or gives conflicting commands, the entire formation will be disrupted.



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## COMMITMENT

The organization must also be committed to a customer-driven approach to service, as opposed to operations-driven. Click on the headings below to see the differences.

**Customer driven**

**Operations driven**

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## Scenario A

After reading the scenario below, determine whether the scenario is either Customer Driven or Operations driven. Select either the Customer Driven or Operations Driven box to determine the correct answer.

Doris has brought her car into Fix-It Motors many times. She normally receives good service, but there is usually a long wait for the customer shuttle in the mornings, and the policy is first come, first served.

She has an appointment tomorrow but will be running very short on time. Knowing the situation, Bruce, the manager, arranges for a rental car to be available to Doris at no cost.

Customer Driven

Operations Driven

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## Scenario B

Ian brought his cell phone into the White Eagle Communications store at the mall. He had just purchased the phone yesterday but was already experiencing a lot of dropped calls. He wants to exchange it for another model and pay the difference.

The sales associate informs Ian that he must first turn in the phone to technical support to see if there is a problem; otherwise, he would have to pay full price for a second phone.

Customer Driven

Operations Driven

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## Scenario C

Jeff recently purchased a new camera online. When it arrived, he excitedly opened the box and assembled it. However, one major component was defective, and the camera did not operate as it should.

When he called customer service, Jeff was told that he would need to return it first and a new one would be shipped if it couldn't be fixed. Jeff explained that he would need the camera sooner because he was going on vacation to use it. The company decided to ship him the new one right away with the understanding that Jeff would be double-charged if the old camera wasn't returned.

Customer Driven

Operations Driven



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## Scenario D

Sarai recently had an accident that will require her to attend physical rehab daily, but for only the next two weeks.

Sarai is an excellent employee and has requested to be able to do half a day's work from home during that time so that she can make her appointments. Her supervisor declined, stating that the company doesn't offer telecommuting and that she will need to use vacation time.

Customer Driven

Operations Driven

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## Customer Driven

A customer-driven organization prioritizes the customer's experience when developing the organization's policies and will accommodate extraordinary needs when reasonable.

In the long term, this approach leads to boosts in employee morale and customer satisfaction.



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## 1. Set clear objectives and service standards.

World class service must be defined so employees know what it looks like and how to provide it.

For Example:

All eligibility requests will be processed and entered into the system within 2 hours of the initial interview.

All packages will be prepped for shipment within 6 hours of receipt of parts.

Every customer will be greeted within the first 30 seconds after arriving at the counter.



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## 2. Train well.

The commitment must include the time, money and effort necessary to train employees properly.

When service expectations are raised, employees must be given whatever skills are needed to meet or exceed those expectations.



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## 3. Monitor and measure performance.

Service has to be made concrete so that it can be monitored, measured and made a part of everyone's performance review.

Recall, that in Step 1 we set clear quality standards that were quantified. Using a quantifiable measurement allows you to collect data for monitoring, evaluating, and reporting.



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## Monitoring Customer Service

There are several ways to monitor customer service especially if you establish quantifiable standards. They are describe below.

1. Self-monitoring. You are collecting your own data based on your own measurement metrics.
2. Direct customer feedback. This is normally performed with something similar to a "Voice Of The Customer" survey form given to the customer immediately after providing service. It is becoming a common data collection process. Another popular process is the web delivered on-line survey. You'll be offered to take one at the end of this training course.
3. Focus groups. You gather a small group of customers to respond to very specific elements of your service such as delivery timing, eligibility processing, etc.
4. Management observations. Data is best collected using an approved checklist.





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## 4. Reward or retrain.

People who excel at providing world class customer service should be rewarded; those who need help should be coached or retrained.

We're not talking about a reward that's the same caliber as the Oscar Award but we think you understand the concept.



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## Empowering

Your goal is to empower people to be creative, resourceful and autonomous in their jobs. That can be a challenge for state employees. Especially when working in situations with limited flexibility due to policies, procedures and state and federal statutes.

If they are punished for their mistakes, they will become defensive and stop thinking creatively. The better approach is to coach, retrain and show them better alternative solutions.



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## Communication

Communication is the second component of world class customer service. Communication can come in a multitude of forms.

The many methods include

- talking
- writing
- gesturing
- emailing
- smiling
- posturing, etc.



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## Remember the Play?

Remember the adventures of Oscar and *The Oddball Couple* play?

Think of all the methods that the theatre communicated to its patron that night:

- No parking available
- Stain on the door
- Untrained employee
- Out of drinks
- Rowdy audience

Those aren't the sort of messages that the theatre would like to communicate to its customers on the marquee or on stage.



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## Communication Levels

In terms of delivering customer service, communication can be broken down in two ways:

### MACRO level

communication strategies used to stay in touch with your customers

### micro LEVEL

communication skills when interacting with customers

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## Macro or Micro?

Here we find different techniques of communication. Can you guess which are macro level and which are micro level? Click each button to see.

### MACRO level

### micro LEVEL



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## Customer Feedback

The theatre would receive some very useful feedback if it solicits Oscar's opinion by using Macro Level Communication.

With this knowledge, the theatre could revise its training on Micro Level Communication to make sure that its customers are treated satisfactorily.



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We have now covered two of the components of world class customer service; Commitment and Communication.

### Complete Chapter

The third building block, Complaint Recovery, will be examined in detail in the next chapter.

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## Techniques for Service Recovery

We learned that moments of misery are facts of life because no person or organization is perfect.

During these moments, the customer will often deliver complaints. These should be embraced, not shunned!

Complaints open up new perspectives on our processes, and we will explore how to use and recover from these complaints in this chapter.



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## Complaint Recovery System

One hallmark of an organization successful in providing quality customer service, is a complaint recovery system that resolves customer issues, and makes the organization stronger.



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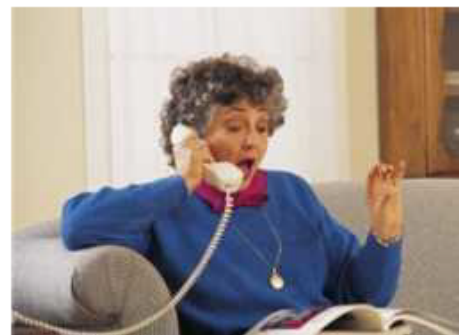
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## Complaint Recovery System

Complaint recovery needs a system for turning moments of misery into moments of magic.

While customers do not expect organizations to be perfect, they do expect moments of misery to be corrected quickly, painlessly and fairly.

There are five steps in a complaint recovery system that can accomplish those goals:



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## 1. Handle the person first, then the problem.

Let angry people vent their frustrations by listening to them before trying to solve their problems.

This alone will go a long way toward resolving the issue.





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## 1. Handle the person first, then the problem.

Listening carefully to what the person has to say also involves many of the micro level skills of communication.

Use empathetic nonverbal signals. Maintain eye contact. Paraphrase and summarize what the person tells you so that the person feels you understand the issues.

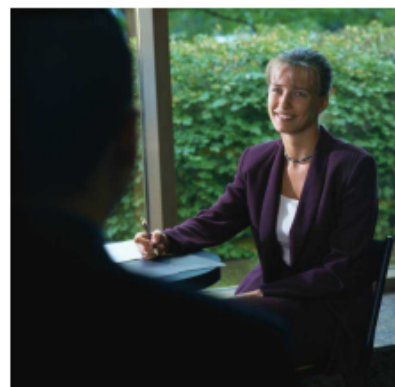


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## 2. Apologize

Offering a sincere, personal apology shows you are committed to providing world class service.

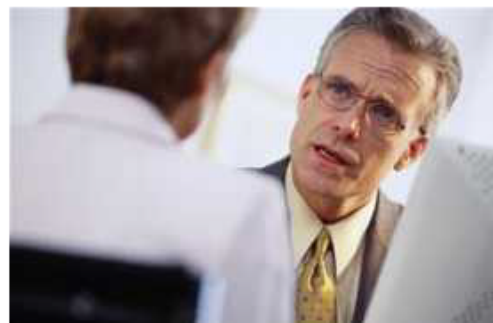


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## 3. Show empathy.

Validate a customer's emotions by letting the person know that you would feel the same way if this problem happened to you.



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## 3. Show empathy.

Demonstrating empathy is another micro level communication skill. Here are a few examples of how choice in language evokes empathy:

Provide soothing comments such as, "I can understand why you feel so upset. That's awful. I would be upset too if that happened to me."

Ask open-ended questions to determine the source of the problem such as, "How can I help? What happened when you turned in your application?"



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## 4. Find a solution.

Resolve the problem with your customers, not for them. Ask questions that get them involved in the solution process.

Openly explain what action you will take to correct the problem. It is important to note here that it is not necessary to overly explain. Get to the point; otherwise, it sounds like you are making excuses.

Thank the customer for bringing the problem to your attention.



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## 5. Follow up.

After resolving a problem, you must follow up to ensure that everything is satisfactory from the customer's perspective.





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## Is The Customer Always Right?

Using world class complaint recovery systems is important, but they can be difficult to use with some customers.

Many customers are discourteous, disrespectful, frustrated and angry, which asks the question:



**Is the customer always right?  
Click here for the answer.**

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## No but . . .

No, the customer isn't always right, but . . . the customer is always the customer.

The customer is the reason we are working each day and deserves the same treatment and respect that we deserve and demand as a customer.



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## Hot Buttons

We have all experienced situations in which customers pushed our "hot buttons" so that we react impulsively rather than responding with thought and service excellence.

We will see some common "hot button" items on the next screen.



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## Hot Buttons

Hot buttons are trigger words or other actions that really make you angry.

Some common items are listed on the right. Add three more of your hot buttons on the left.

finger-pointing

"you people!"

rolling eyes

"let me speak to your manager!"

"I don't care, just fix it!"

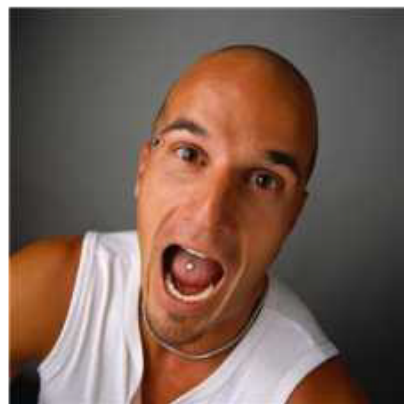
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## Hot Buttons

When a customer pushes our hot buttons, we lose control of the situation and they gain control. That is one of the worst situations anyone can encounter. Once control is lost, the outcome becomes an uncertainty.

Mentally, it is important to remember that you must control the transaction. If you feel someone is pushing your hot buttons, respond in a manner that will shift the focus of the conversation long enough for you to develop a new strategy for handling the customer.



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## Need A Recharge?

Delivering world class customer service is not an easy chore and requires lots of energy.

One way to recover is "charging batteries." You can create an atmosphere that encourages coworkers to deliver their best and overcome hot button issues by charging their batteries.





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## Charging Batteries

"Charging your batteries" means that we all need to develop ways of making our coworkers feel better about themselves and their work environment. When we find those ways, we can positively influence those around us to do their best while enjoying the experience.

"Charging batteries" is one way to create an atmosphere that encourages our coworkers to do their best and deliver quality customer service.



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## Charging Batteries

Shown below are several ways we can encourage our coworkers and "charge their batteries".

- Greet your coworkers with a smile.
- offer positive comments on their wardrobe.
- Celebrate birthdays, anniversaries, etc.
- Offer positive comments on their customer service style.



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## Customer Behavioral Styles

The final component of a complaint recovery system is judging the behavioral style of your customer.

To act in an appropriate way to your customer, you must constantly be assessing the wants and needs of customers, as opposed to "typing" them with only one or two strategies for dealing with them.

We will see different customer behavioral styles on the following screens.



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## The Irate Customer

They want to vent. Your job is to listen. What they want to hear is that you care and that you will do something to make them feel better.

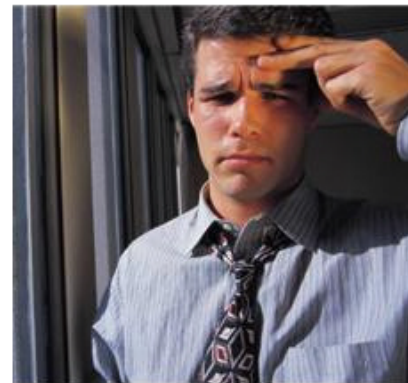


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## The Frustrated Customer

They usually vent less but have a strong desire for results. They want solutions but do not want to be bothered by the situation. That puts the burden on you to find the solution(s) and correct the problem.



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## The Inquisitive Customer

They may appear tranquil and reserved. They may gather facts to use later as a solution. Often they may be more accepting of restrictions (rules, policies) but should never be ignored.

They may be silent in their pursuit of their goals with information that can upset your day. Inquisitive customers are usually pleasant to deal with; just make sure that you can do an excellent job of handling their situation.





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## The Relaxed Customer

This customer is usually easy to work with but is sometimes conditioned for long waits and less-than-the-best service. They probably cause the least stress and concern; however, they can be provoked if treated poorly. One of your goals should be to do your best to relax all customers so they don't migrate to one of the more difficult types to deal with.



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## Customer Behaviors

For each of these types of customers, your goal is the same: *To satisfy their needs while gathering control of the situation.*

On the following screens, use your knowledge of the customer behavioral type to identify strategies appropriate to accomplishing the goal.



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## Customer 1

Review the information shown below then select the appropriate customer type on the right. Do the same for each of the customer types. Click the Submit button after you make your selection.

This customer's emotion necessitates that you work quickly, but make sure he understands the benefit of you working with him.

Let them vent because listening shows you care. Speak in empathetic tones ("I understand...") and use active listening skills.

**Irate**

**Frustrated**

**Inquisitive**

**Relaxed**

Submit Answer

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## Customer 2

Thank this customer for his patience, but don't take his current state for granted; he could easily migrate to one of the more difficult types to deal with.

This customer's desire for you to satisfy them is greater than any need to let off steam. You have a great opportunity to make a delightful experience for the customer.

**Irate**

**Frustrated**

**Inquisitive**

**Relaxed**

Submit Answer

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## Customer 3

Because this customer's patience has been tested, you will need to find a solution quickly. This customer is looking for a resolution but probably doesn't need to be bothered by all the details.

It is most important to deliver a sense of security to this person by telling him you will resolve the problem and keep him updated along the way.

**Irate**

**Frustrated**

**Inquisitive**

**Relaxed**

Submit Answer

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## Customer 4

This customer is interested in factual information, and it is your job to give it. You may need to ask open-ended questions to clarify the customer's concerns.

While it is important to share information with this client, do not say anything that you are uncertain of, but do follow through and find the information she needs.

**Irate**

**Frustrated**

**Inquisitive**

**Relaxed**

Submit Answer



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This completes the Service Recovery Chapter of Providing Quality Customer Service and also completes the course. The only thing remaining in the course is the final quiz. Click on the Complete Chapter then click the Next button to continue on to the Final Quiz.

**Complete Chapter**

Chapter  
  
Complete